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A review of differences between American and Chinese corporate culture based on CiteSpace software

Abstract. The USA and China, as the world's two largest economies, exhibit distinct business models that are directly reflected in their corporate cultures. The purpose of this study was to examine the significant differences between Chinese and American corporate cultures from two perspectives: academic achievements and the cultural status of Fortune 500 companies. Among the Fortune 500 companies, American firms tend to emphasise "customer satisfaction" and "employee well-being", while Chinese enterprises place greater emphasis on "customer focus" but may lack sufficient attention to "employee welfare", instead promoting "employee dedication". As for academic achievements, the quantity and focus of academic publications in the USA and China exhibit significant similarities, and both advocate corporate cultures of the American enterprise in the Forbes list. A notable discrepancy was found between the cultural model of Chinese companies ranked by Forbes and their academic accomplishments. The list of top Chinese firms is predominantly large state-owned enterprises, characterised by a corporate culture with pronounced political traits. Politically and economically, the stable labour environment, stability, and excellent benefits provided by state-owned enterprises have resulted in low employee turnover rates. Still, this stability has also led to a widespread neglect of employees' needs by management. Culturally, the enduring influence of Confucianism has entrenched an internal hierarchy within enterprises, leading employees to be conservative in expressing individual opinions and proposing innovative ideas, often achieving career goals through diligent work and personal sacrifice. Generation Z has progressively emerged as the predominant force within the corporate workforce, placing significant emphasis on personal freedom and value resonance. The current enterprise culture in China is encountering increasingly formidable challenges, rendering the reform of corporate culture both urgent and necessary

Keywords: corporate operation; employees; customers; state-owned enterprises; Confucianism

Suggested Citation:

Jing, Z., & Brychko, A. (2025). A review of differences between American and Chinese corporate culture based on CiteSpace software. *Economics, Entrepreneurship, Management*, 12(1), 58-68. doi: 10.56318/eem2025.01.058.

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INTRODUCTION

Corporate culture constitutes an intricate and multi-faceted system encompassing the core values, governance framework, employee conduct norms, and external representation of an enterprise as manifested in its operational practices. Since its inception, corporate culture has been recognised as a pivotal pathway to achieving success in modern management. It is not a static or isolated construct but rather evolves dynamically under the influence of various internal and external factors. As the world's two largest economies, the USA and China are home to numerous large enterprises. Influenced by distinct external environmental factors, these countries have developed unique corporate cultures, particularly in terms of employee care. Notably, employees serve not only as carriers and embodiments of corporate culture but also play an increasingly critical role in the development and success of enterprises. A thorough analysis of the underlying differentiating factors shaping American and Chinese corporate cultures can provide valuable insights for managers in building effective corporate cultures, facilitating more scientifically sound management practices, enhancing employee satisfaction and organisational commitment, and ultimately strengthening the core competitiveness of enterprises.

Since its inception, corporate culture has been widely recognised as a pivotal element in the success of modern management. It positively influences social responsibility, mitigates trade risks, enhances resilience to external shocks, boosts employee cohesion, and shapes employee behaviour. According to K. Li *et al.* (2021), a survey of 2,894 American companies revealed that despite the adverse impact of COVID-19 on business operations, firms with robust corporate cultures exhibited significantly superior performance, characterised by higher levels of employee innovation and sales performance. H. Mishchuk *et al.* (2022) classified corporate culture as a critical form of social capital, which substantially affects a firm's sustainable competitiveness. S. Cheng *et al.* (2023) analysed data from 2,818 listed Chinese companies and concluded that a strong corporate culture can enhance a company's risk resistance during the US-China trade war, particularly for private enterprises. A. Polyanska *et al.* (2019) evaluated Ukrainian gas transportation companies using the McKinsey 7S model and found that corporate culture is shaped by employee behavioural norms and values grounded in cultural, ethical, material, and spiritual dimensions, fostering creative vitality and entrepreneurial spirit. Employees, as the most dynamic production factor, constitute the core human resources driving enterprise innovation and development. K. Piwowar-Sulej (2021) highlighted that capable and motivated employees are crucial for enterprise development; Y. Lu *et al.* (2023) emphasised that safeguarding employee interests is central to achieving an enterprise's human and social objectives, thereby laying the foundation for attaining other goals.

B.A. Kurdi *et al.* (2020) examined the relationship between employee satisfaction and customer satisfaction across five key variables, revealing a significant causal link between the two. Specifically, positive employee experiences were found to directly influence customer satisfaction, which in turn impacts enterprise competitiveness. Employee attitudes and behaviours are significantly shaped by corporate management practices, and high employee turnover can have a detrimental effect on both management strategies and overall competitiveness (Khan *et al.*, 2020). Sagacious enterprise leaders have shifted from managing employees through rigid rules and regulations to a more nuanced approach. They now place significant emphasis on understanding employee sentiments and behaviours, implementing cultural management strategies that align corporate values with those of the employees. This fosters a multi-dimensional synergy between the organisation and its workforce (Xia *et al.*, 2023). A robust corporate culture embodies shared values and beliefs among managers and employees, positively influencing performance, attitudes, behaviours, productivity, and long-term development (Cherian *et al.*, 2021). Corporate culture not only serves as a foundation for human resource management but also acts as an intermediary between HR practices and corporate performance, further enhanced by effective resource management, thus improving employee experience and behaviour. Against the backdrop of turbulent world situation and trade war, the two largest economies, the American and China, have shown a trend of anti-globalisation after 2017, and for enterprises operating in a highly competitive global economic environment, turbulence in the external operating environment is inevitable (Itakura, 2020).

A strong corporate culture can not only handle shocks such as trade wars and COVID-19 but also increase employee satisfaction and organisational commitment, building a strong human resource base. However, the corporate cultures of these two economies are facing different environmental impacts, which have become typical corporate culture characteristics of their own. The purpose of this study was to analyse the differences between Chinese and American corporate cultures, specifically in employee management, from the academic achievements and the data of Forbes 500 companies, and to analyse the causes of such differences from the aspects of politics, economic models and culture. The pattern of the world may become worse. In this contrast, finding the advantages and disadvantages of different corporate cultural characteristics in different environments and learning from each other can enable enterprises to meet the impact of the external environment with a stronger attitude.

MATERIALS AND METHODS

This study was of a survey nature. The academic articles retrieved for this study were obtained from the Web of Science database, covering the period from 2014 to 2024. The topic used for retrieval was "corporate culture". Data analysis was conducted using CiteSpace 6.4 R1 Advanced Software, and further exploration focused on identifying

differences between Chinese and US corporate cultures. These differences were analysed by considering cultural background and development factors. To retrieve relevant articles, the Web of Science Core Collection database was selected, and a search was performed using the topic "corporate culture" within the specified timeframe (January 1, 2014-December 31, 2024). The main types of articles included in this study were articles and reviews. Articles such as letters, editorial materials, summaries of meetings, book chapters, recensions, and online publications that were irrelevant or incomplete were excluded. Finally, the duplicate documents were removed using the duplicate function in CiteSpace 6.4 R1 Advanced Software. A total of 1,111 limited articles were imported. The documents included were exported from Web of Science in TXT format and named as Download_CC, which were then imported into the software for data analysis. The software was set with TopN = 50, TopN% = 10%, time period from 2014 to 2024, and time slice as 1 year. The processed data were analysed by year, country, keyword clustering, keyword timeline, keyword heat map, and keyword frequency. The Fortune Global 500 List (n.d.) for different years was used to compare Chinese and US companies. This helped to form the authors' vision of the differences in corporate culture of the two different countries on which this study was focused.

RESULTS AND DISCUSSION

With the theme of "corporate culture", a total of 1,111 valid data were obtained from global academic articles. Figure 1 presents the annual publication analysis and trend line of valid articles. The analysis revealed that international research papers on corporate culture have generally been on the rise, with an average of 101 published per year. Since 2015, the research papers on corporate culture in the United States have reached a relatively sTable state, while the research of Chinese scholars is in line with the overall trend of the world and exceeds the average frequency. This analysis suggests that the American has a mature corporate culture, operating system and academic framework, which has developed steadily, and there is not much interest in academia. With the global promotion of soft management methods into the field of corporate culture, many countries, including China, have begun to pay attention to the study of this topic.
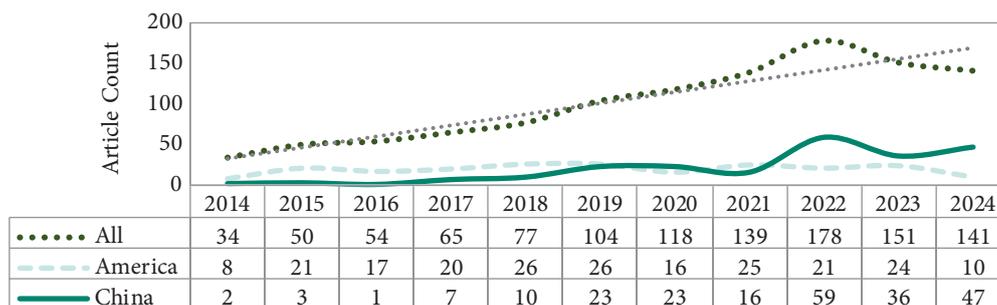

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
•••••• All	34	50	54	65	77	104	118	139	178	151	141
– – – America	8	21	17	20	26	26	16	25	21	24	10
—— China	2	3	1	7	10	23	23	16	59	36	47

Figure 1. The annual publication volume of effective articles on "corporate culture" in different regions from 2014 to 2024
Source: compiled by the authors of this study

A comprehensive data information window was obtained for a total of 86 nodes (countries or regions), with the results presented in Figure 2 and Table 1. Among these nodes, the United States, China, and the United Kingdom rank in the top three in terms of the frequency of paper publication. Despite England having a significantly lower number of published articles (88) compared to the US (214) and China (227), it exhibits the highest centrality value (0.33). This indicates that research findings from this region are cited most frequently and contribute significantly. Conversely, both the US and China have comparable publication frequencies and centrality values. American and Chinese scholars constitute the two largest cohorts globally engaged in studying corporate culture, which further underscores the significance accorded by enterprises and research institutions in both countries to this field of study. Keywords play a crucial role in research articles as they directly reflect the main body and content of the study, provide clear focus on the research status, and capture the trending research directions globally and regionally.
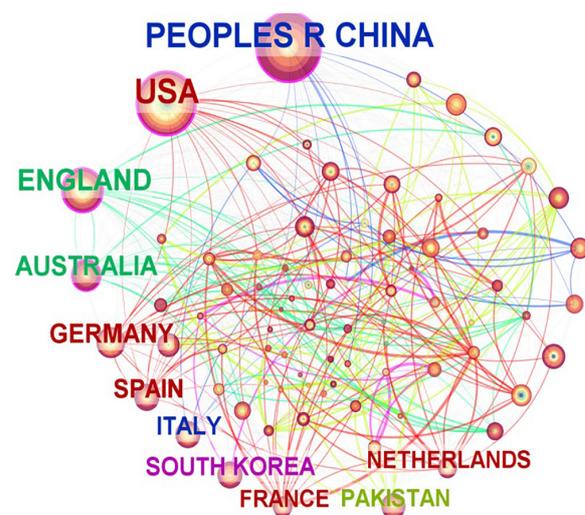

Figure 2. Major countries and regions
with research results on corporate culture
Source: compiled by the authors of this study

Table 1. Frequency and centrality of published articles on corporate culture in major countries and regions in the world

Country	Frequency	Centrality
PEOPLES R CHINA	227	0.29
USA	214	0.26
ENGLAND	88	0.33
AUSTRALIA	57	0.15
GERMANY	52	0.04
SPAIN	44	0.03
ITALY	42	0.09
SOUTH KOREA	41	0.04
FRANCE	32	0.07
NETHERLANDS	31	0.09
PAKISTAN	31	0.04
ROMANIA	27	0
MALAYSIA	27	0.04
TAIWAN	25	0.04
INDIA	24	0.04

Source: compiled by the authors of this study

Keywords are crucial in research papers as they directly reflect the core content and essence of the research, delineate the focal points, and capture both global and regional research trends (Fig. 3). In numerous articles, many keywords with the same meaning are written in different forms, such as "corporate social responsibility" and "CSR" being analysed separately, and the same is true for "corporate culture" and "organisational culture." Therefore, all major keywords were operated with synonym merging. Figure 4 shows the timeline and heatmap views of keyword clustering in research articles on corporate culture. The chart demonstrates that scholars around the world have mainly focused on 11 themes in corporate culture research, including "ESG performance," "sufficiency economy," "circular economy," "corporate social responsibility," "Confucian culture," etc. Among these themes, the first four mainly reflect the social and philanthropic nature of enterprises, which are particularly valuable in today's increasingly turbulent world. The fifth theme, "Confucian culture," represents a distinctive regional culture that serves as the predominant value system in East and Southeast Asia. This cultural framework emphasises the pursuit of moderation and harmony in all affairs to foster equilibrium and stability among individuals, enterprises, and society. In many instances, this may require subordinating personal interests for the greater good, which contrasts sharply with the values prevalent in Europe and the US. In the ranking of keyword clustering of academic achievements in the US and China (Table 2), apart from the shared focus on corporate social attributes, American researchers pay greater attention to enterprise innovation, while Chinese scholars are more concerned about sustainable development.
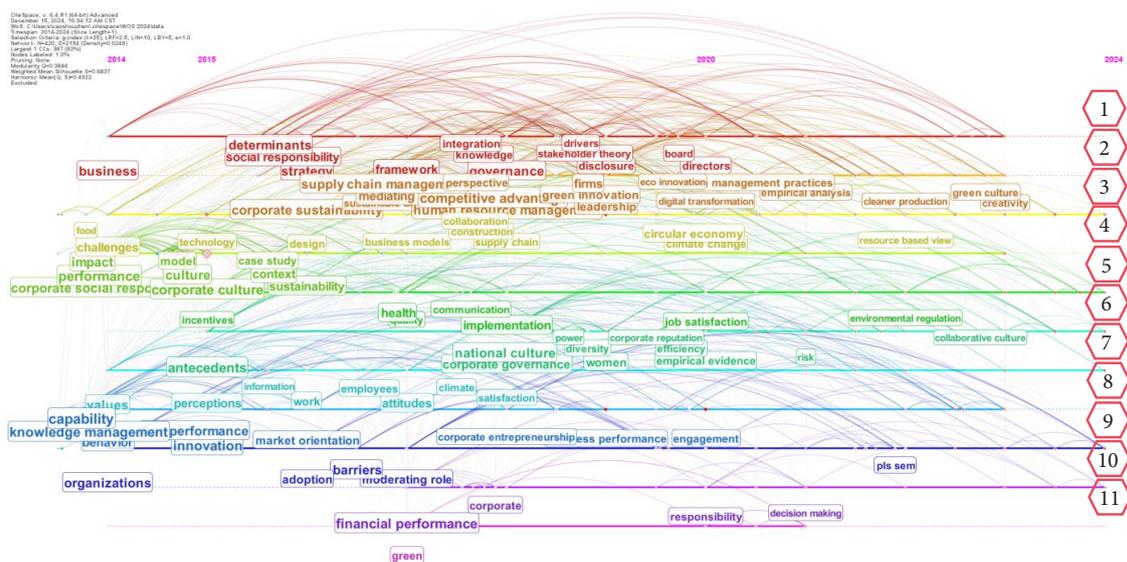

Figure 3. The centroid ranking of keywords cluster analysis in the world's academic articles
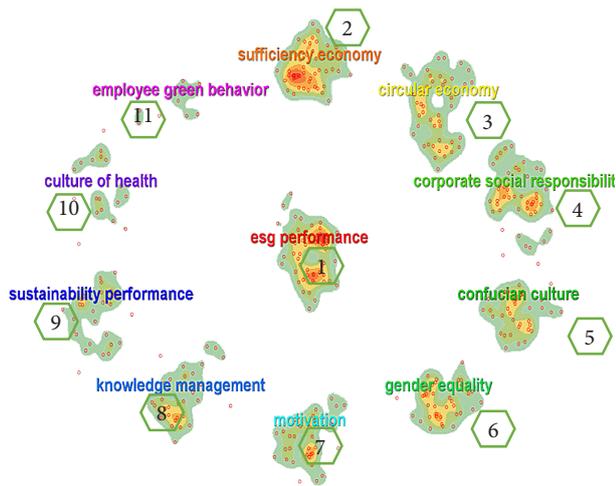**Source:** compiled by the authors of this study

Figure 4. Timeline and heatmap views of keyword clustering in research articles on corporate culture
Source: compiled by the authors of this study

The analysis of research results from the world, the US, and China is presented in Tables 3, 4, and 5, respectively. The top five keywords in Chinese research articles are "corporate social responsibility," "performance," "impact," "management," and "organisational culture." This ranking aligns with global trends, with corporate social responsibility exhibiting significant Centrality strength.

This implies that enterprises should not only prioritise profits and legal responsibilities towards shareholders and employees but also assume responsibilities towards consumers, communities, and the environment. Corporate social responsibility necessitates surpassing traditional profit-centric goals by emphasising human values during production processes while contributing to environmental sustainability, consumer welfare, and societal well-being. Although "corporate social responsibility" ranks second in terms of keyword frequency in America research articles; however, it is noteworthy that "culture" and "corporate culture" hold the highest Centrality value. Amongst these top five keywords are two related to culture which also possess high centrality values. This indicates that the American studies on corporate culture place greater emphasis on exploring its intrinsic nature. Each enterprise possesses unique cultural accumulation characterised by distinct personality traits determined by factors such as production methods, operational practices management approaches traditions goals employee qualities internal/external environments. The US has many world-leading advanced enterprises, which also have world-renowned corporate cultures and development models that are imitated by enterprises in other regions. This also provides American scholars with a wealth of research cases and corresponding corporate cultural confidence.

Table 2. Clustering analysis of keywords in American and Chinese academic articles

Country	Clustering keyword rankings
USA	(1) content configuration analysis; (2) corporate culture; (3) innovation culture; (4) corporate social responsibility; (5) national culture.
China	(1) behaviour; (2) corporate social responsibility; (3) sustainable development; (4) national culture; (5) implications for corporate sustainability.

Source: compiled by the authors of this study

Table 3. The statistical findings of keyword frequency and centrality in global corporate culture research results

Keywords	Frequency	Centrality
corporate social responsibility	219	0.07
performance	147	0.06
corporate culture	121	0.07
impact	118	0.04
management	92	0.04
culture	89	0.07
innovation	64	0.05
strategy	60	0.04
model	60	0.02
corporate sustainability	56	0.04

Source: compiled by the authors of this study

Table 4. The statistical findings of keyword frequency and centrality in research on corporate culture in the United States

Keywords	Frequency	Centrality
corporate culture	26	0.36
corporate social responsibility	22	0.37
impact	21	0.14
culture	19	0.31
performance	17	0.15
management	16	0.23
culture of health	7	0.13
model	6	0.04
governance	5	0.04
company	5	0.05

Source: compiled by the authors of this study

Table 5. The statistical findings of keyword frequency and centrality in research on corporate culture in China

Keywords	Frequency	Centrality
corporate social responsibility	58	0.21
performance	49	0.1
corporate culture	43	0.18
impact	43	0.11
management	28	0.11
firm performance	23	0.11
strategy	20	0.06
culture	18	0.11
green innovation	17	0.07
model	15	0.1

Source: compiled by the authors of this study

To investigate the stage development of corporate culture research, keyword emergent detection was conducted using CiteSpace software. The γ value was set at 0.5 with a yearly interval of 1 year. Figures 5 and 6 present the results, revealing that there were 12 emergent keywords in America academic achievements and 11 emergent keywords in China's. By comparing the data depicted in the figures, it becomes evident that apart from common keywords related to corporate social responsibility such as "climate change",

"social responsibility", and "governance", the US particularly emphasise more concrete and detailed aspects of social responsibility. Notably, "capability" concerning employees emerged in America as early as 2014 while China's research on its employees commenced much later with corresponding keywords appearing only in 2019 and subsequently in 2021 respectively. These emergent keywords primarily focus on enterprise development itself which fundamentally distinguishes them from those observed in America.

Keywords	Year	Strength	Begin	End	2014 - 2023
capability	2014	1.53	**2014**	2015	
culture	2016	1.27	**2016**	2017	
impact	2017	2.05	**2017**	2018	
supply chain management	2017	1.66	**2017**	2018	
model	2018	2.41	**2018**	2019	
governance	2018	2	**2018**	2019	
promotion	2018	1.6	**2018**	2019	
social responsibility	2018	1.6	**2018**	2019	
culture of health	2018	1.3	**2018**	2021	
management	2017	2.39	**2020**	2023	
moderating role	2021	1.53	**2021**	2023	
climate change	2015	1.21	**2021**	2023	

Figure 5. Emergent detection
of keywords in the Unites States
Source: compiled by the authors of this study

Keywords	Year	Strength	Begin	End	2014 - 2023
work	2015	1.41	**2015**	2018	
case study	2017	1.5	**2017**	2019	
information technology	2018	1.95	**2018**	2020	
competitive advantage	2018	1.82	**2018**	2020	
context	2018	1.61	**2018**	2019	
model	2018	1.6	**2018**	2019	
framework	2018	1.56	**2018**	2020	
capability	2019	2.29	**2019**	2020	
business performance	2019	1.58	**2019**	2021	
corporate governance	2019	1.35	**2019**	2020	
job satisfaction	2021	1.21	**2021**	2023	

Figure 6. Emergent detection
of keywords in China
Source: compiled by the authors of this study

In the 2024 Fortune Global 500 List, Chinese companies constitute 29.0% (145) of the total entries, while American companies account for 27.2% (124). Enterprises from both countries are closely interconnected and play a pivotal role in the global economic landscape. L. Du (2023) used AntConc software to analyse high-frequency terms related to corporate culture during 2019-2021 for both Chinese and US companies. Among the most used terms by Chinese enterprises, there was no explicit mention of employee care. However, through extensive promotional efforts, these enterprises emphasised the enhancement of employee engagement and advocated for employee dedication. This contrasts sharply with the focus observed in American corporations.

To summarise, the concepts of "corporate social responsibility," "employee care," and "corporate social responsibility" highlighted in the relevant articles on America corporate culture exhibit a high degree of similarity to corporate culture of Forbes list. However, there are noTable differences when compared to Chinese corporate culture. Chinese scholars also emphasise "corporate social responsibility" and "employee care" in their published findings. Nevertheless, Chinese companies listed in Forbes prioritise aspects such as "employee ethics," "employee dedication," and a customer-centric approach within their corporate culture, which significantly diverges from mainstream published findings.

In September 2023, the President of the United States Joe Biden personally visited Detroit to show support for the auto workers' strike initiated by the United Auto Workers union. In contrast, China witnessed numerous instances where enterprises were exposed for coercing employees into working overtime or disguising layoffs. A survey by C. Hu *et al.* (2024) comparing CEO letters from both countries revealed that interactive meta discursive nouns occurred twice as frequently in American discourse than in Chinese discourse, indicating greater efforts invested by the US companies towards employee cohesion. American large enterprises place significant emphasis on prioritising both "employees" and "customers." Conversely, Chinese large enterprises regard placing customers at a supreme position while praising employee dedication.

Corporate culture is influenced by a multitude of factors, including regional political characteristics, cultural background, industry type, and technological advancement – all of which exhibit major differences between China and the US. As a global leader in technology and economics, the US plays a dominant role in academic research on corporate culture. While there are some differences in academic achievements in corporate culture between the US and China, these discrepancies are relatively minor. However, a noTable disparity exists between the academic research on corporate culture in China and the actual corporate culture observed among Forbes-listed companies in the region, particularly concerning employee care. Compared to Chinese scholars, international counterparts do not exhibit a significant gap in research level or focus.

Business serves as a microcosm of society, and as the world's second-largest economy, China's rapid development has demonstrated a unique pattern within its political system and cultural framework – profoundly influencing the corporate culture and operational models adopted by large Chinese enterprises. Consequently, a marked divergence has emerged in academic research focused on corporate culture.

As for the political system and economic structure, a defining feature of Chinese enterprises is the significant presence of state-owned enterprises (SOEs). Specifically, within the Fortune Global 500 List, large SOEs hold a substantial proportion. As of 2024, there were 90 Chinese SOEs on this list, accounting for 62.1% of all Chinese enterprises listed. K.J. Lin *et al.* (2020) noted that much of the academic research on SOE operations was based on Chinese samples. The corporate culture and core values of these SOEs exhibit unique characteristics, notably the politicisation of corporate culture. The political nature of SOE executives is widely recognised; some studies have likened it to a "revolving door" phenomenon where executives move between political bodies, government positions, and SOEs to advance their careers (Lin, 2017). C.A. Holz (2015) highlighted that the political dimension of Chinese SOEs has been widely acknowledged, often leading to their managers being perceived as "quasi-officials" or "state-owned enterprise businessmen" rather than conventional professional managers. This distinction applies particularly to chairpersons and chief executives of central SOEs. This phenomenon is not unique to China; K. Szarsec *et al.* (2020) surveyed approximately 12,000 joint-stock companies in Poland and found that changes in management and supervisory board members in SOEs are more frequent than in private enterprises and are associated with political elections. C. Inoue (2019) pointed out that the performance of SOEs is politically contingent, resulting in systematically higher employment levels but lower financial performance during election years.

Political culture constitutes the core of the enterprise culture in SOEs, characterised by distinct attributes of patriotism, collectivism, dedication, and professionalism (Jian *et al.*, 2023). While SOEs generally offer employees superior working conditions, social status, and benefits within their scope of responsibilities compared to private enterprises, resulting in a notably low employee turnover rate, large SOEs often pay less attention to employee behaviour and emotions. Consequently, this oversight leads to lower job satisfaction and organisational commitment among SOE employees relative to those in private enterprises (Wang, 2008), which poses significant long-term challenges.

From a cultural perspective, the US boasts a nearly 300-year tradition of modern individual liberalism. In contrast, China possesses an extensive folk cultural heritage that spans over 5,000 years. The profound historical background of China has significantly shaped the thoughts and behaviours of its people, leaving an indelible imprint on its history and culture. Despite the pervasive influence of contemporary education and cultural dissemination, Confucianism, which originated approximately 2,500 years ago, continues

to exert a profound influence on Chinese entrepreneurs and employees. Serving as an informal yet powerful framework for political and social norms, Confucianism permeates almost every aspect of Chinese civic life (Koczkás, 2023). Beyond guiding proper social behaviour and interpersonal relationships, the influence of Confucianism extends to numerous Asian countries, including Japan, Korea, Singapore, and Vietnam (Qin & Nordin, 2019; Nawrot, 2020).

The core values of Confucianism encompass harmony, hierarchy, moral integrity, and familial piety (Sleziak, 2014). F. Ren *et al.* (2022) highlight that Confucianism underscores the importance of individual contributions to collective well-being, advocating for the subordination of personal interests to those of the group in case of conflict. This perspective starkly contrasts with the Western emphasis on individualism and personal autonomy. Confucianism exerts a dual influence on workplace dynamics. Firstly, influenced by Confucian principles of "rites" (li) and "righteousness" (yi), Chinese managers and employees typically exhibit a pronounced sense of hierarchical order and strive to maintain harmonious superior-subordinate relationships while minimising overt conflicts. Such respect for hierarchical harmony facilitates internal cohesion and operational efficiency within enterprises and organisations (Li & Sun, 2015; Wu *et al.*, 2022). However, this approach may inadvertently overlook the personal values and individuality of employees. Secondly, Confucianism promotes the concept of the "golden mean," which serves as a guiding philosophy for individuals to uphold interpersonal harmony while adhering to traditional etiquette (Du *et al.*, 2014; Zhang & Chen, 2020). The prevalence of this principle among Chinese managers and employees can lead to conservative expression of opinions and limited innovation. Additionally, employees' career aspirations are often realised through diligent effort and the sacrifice of personal interests, actively suppressing individual needs, which diverges significantly from the liberal culture prevalent in the US. This adherence to tradition may impede organisational innovation by prioritising the preservation of established norms over fostering change (Jiao *et al.*, 2015). Consequently, this submissive mentality can undermine employees' initiative and engagement in enterprise development, hindering the cultivation of internal dynamism.

The American corporate culture and development model exhibit a strong degree of advancement, stability, and innovation, setting the pace for modern scientific and technological advancements. However, it is incorrect to assert that the American corporate culture model is inherently superior to the Chinese one or vice versa. Guided by traditional values such as dedication, harmony, and moderation, managers and employees in large Chinese enterprises often prioritise collective goals over personal interests, demonstrating superior executive efficiency and contributing significantly to the rapid development of China's economy. The "China puzzle" refers to the phenomenon where, despite perceived inefficiencies and heavy government intervention, China's SOEs have played a crucial role in achieving remarkable economic success, puzzling many scholars. As K.J. Lin (2020) points out, if SOEs are underperforming, how has China managed to achieve its fastest economic growth over the past four decades while relying heavily on them? This model has facilitated industrial miracles, including rapid catch-up and partial overtaking in sectors like high-speed rail, bridge construction, and aerospace. Similarly, influenced by Confucianism, companies in South Korea, Japan, and Vietnam have also demonstrated strong employee dedication and high executive efficiency, playing a key role in driving economic development and industrial construction in East and Southeast Asian countries.

At the onset of 2025, global conditions have become increasingly volatile. During the beginning of his second term, the US President Donald Trump initiated trade wars against multiple countries. Notably, direct trade tensions between the US and China in industries such as artificial intelligence, automobiles, and electronic chips have become more pronounced. As Generation Z increasingly becomes the dominant force in the workforce, they display distinctive workplace attitudes: a need for corporate recognition and self-actualisation, along with a strong alignment with company values (Gabrielova & Buchko, 2021; Jung & Yoon, 2021; Febriana & Mujib, 2024). Both American and Chinese enterprises are confronting severe external and internal challenges. Based on this analysis, the neglect of employees within Chinese corporate culture may exacerbate internal crises. However, crises also present opportunities for enterprises to seek transformation. Academic research can provide better solutions for enterprise development, thereby exploring a more harmonious and effective employee relationship model that adapts to changing market environments and social expectations. This process not only inherits and innovates traditional values but also positively responds to emerging challenges and opportunities. One effective approach for large Chinese companies to achieve more efficient growth is to integrate domestic scholarly research, which tends to be more international and scientifically rigorous.

CONCLUSIONS

The USA and China, as the world's two largest economies, are home to a substantial number of companies on the Forbes Global 500 list. According to research findings on "corporate culture" published between January 2014 and December 2024, both countries were the most prolific contributors during this period. These studies have consistently focused on key areas such as "corporate social responsibility," "corporate culture," and "employee behaviour." Compared with the corporate culture of the Forbes Global 500 in 2022, America corporate culture aligns closely with academic research outcomes, while Chinese corporate culture lags behind these academic research outcomes. This discrepancy is closely tied to the distinct political, cultural, and business models of the two nations. In China, the Forbes list is predominantly large SOEs, characterised by a politicised corporate culture where executives often

function as "quasi-officials" or "state-affiliated business-men" rather than professional managers. SOE managers tend to show less concern for employees, resulting in low employee turnover but also low satisfaction rates and organisational commitment. Additionally, the long-standing influence of Confucianism, which has shaped Chinese society for over two millennia, profoundly influences Chinese enterprises. Managers and employees generally follow a strong hierarchical structure, suppressing individual needs and innovative behaviours. In contrast, American corporate culture tends to encourage innovation more actively. Chinese companies have thus created what is known as the "China puzzle" by prioritising macro-level objectives. The cultural system of Chinese SOEs is likely to face greater

challenges in the future, which makes it worthwhile to use the findings obtained in this study for further academic research in this area.

ACKNOWLEDGEMENTS

CONFLICT OF INTEREST
The authors of this study declare no conflict of interest.

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Аналіз відмінностей корпоративної культури Америки та Китаю на основі програмного забезпечення CiteSpace

Анотація. Працівники – це людський ресурс підприємства, вони є найактивнішими продуктивними факторами в ньому. Аналіз факторів навколишнього середовища та поведінки працівників надзвичайно важливий для формулювання стратегії розвитку підприємства. Америка та Китай є двома найбільшими економіками світу; проте існують значні відмінності в економічних системах та управлінні людськими ресурсами, які безпосередньо відображаються на корпоративній культурі. У цій статті досліджуються статистичні відмінності в корпоративній культурі між 500 сильними підприємствами Forbes 2022 року в Китаї та Америці, а також відмінності в академічних досягненнях, пов'язаних з корпоративною культурою, між двома країнами з 2014 по 2023 рік. Серед 500 сильних підприємств Forbes, американські підприємства зазвичай зосереджуються на «клієнтах» і «працівниках», а китайські – більше акцент на «клієнтах», відсутність «турботи про співробітників» і підтримка «відданості співробітників». З точки зору академічних досягнень, частота публікацій, частота ключових слів і центральне місце обох країн демонструють високу подібність. Розрив між поточним станом корпоративної культури та фокусом академічних досліджень у Китаї в основному зумовлений політичними та економічними системами та культурними факторами. Типовою рисою великих підприємств у Китаї є державні підприємства, корпоративна культура яких має значне політичне значення. Стабільне робоче середовище, висока заробітна плата та добробут на державних підприємствах приносять високе задоволення працівникам, але це також спонукає керівників підприємств загалом ігнорувати потреби працівників. У культурному плані вплив конфуціанства протягом тисячоліть зробив працівників консервативними, коли вони висловлювали особисту думку та пропонували інноваційні ідеї, і натомість вони досягали своїх кар'єрних цілей шляхом сумлінної праці та особистої жертви. З приходом на робочу силу все більш впливового покоління, народженого після 2000 року, яке високо цінує свободу та культурний резонанс, поточна корпоративна культура в Китаї стикається з дедалі серйознішими проблемами, і реформа корпоративної культури є терміновою

Ключові слова: корпоративна культура; співробітники; Америка; Китай; державні підприємства; конфуціанство